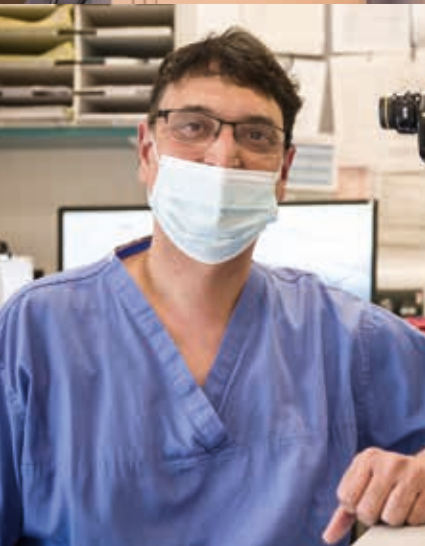


Healthier Communities,
Outstanding Care



Sherwood Forest Hospitals
NHS Foundation Trust

Sherwood Forest Hospitals Quality Strategy 2022-2025

Best NHS Acute Trust in the Midlands
(2018, 2019 and 2020 NHS Staff Survey)



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Foreword

Sherwood Forest Hospitals Quality Strategy 2022-2025

Welcome to the Sherwood Forest Hospitals Quality Strategy 2022-2025.

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Sherwood Forest Hospitals Quality Strategy 2022-2025

Purpose of the Strategy

Patient safety, clinical effectiveness and quality of care are at the heart of the Sherwood strategic vision. Every day colleagues demonstrate their commitment to providing outstanding patient-focused care, as they strive to do their very best, in often difficult circumstances.

Our commitment to continuously learn and improve is firmly embedded within this strategy, the purpose of which is to outline how we will deliver safe person-centred care to our citizens and support our colleagues by providing the best possible practice environment. This includes not only our Sherwood people, but everyone we collaborate with across health and social care in Nottinghamshire. This is underpinned by the Sherwood approach to quality improvement and our ambition to become a level 5 exemplar site for continued learning and improvement.

The following figure references the core components that have informed the development of this Strategy:

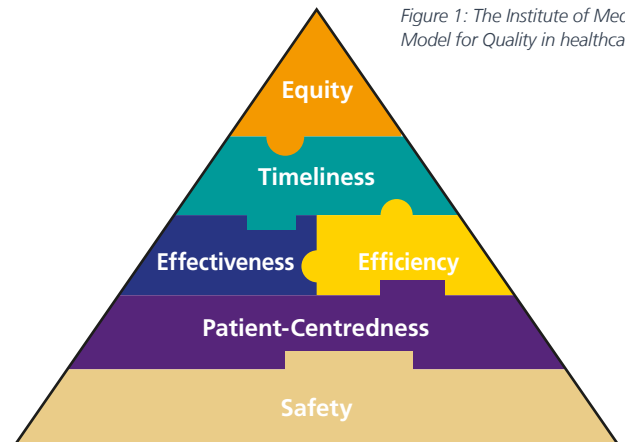


Figure 1: The Institute of Medicine Model for Quality in healthcare

The following definitions of each component adapted for the OPTIC study

Equity - no bias associated with access to continuum of care.

Timeliness - actions resulting in no unnecessary or unwanted delay.

Effectiveness - actions that align best available evidence with optimal outcome.

Efficiency - actions which cause no overuse or underuse of resources, e.g. investigations, treatments etc.

Patient-Centredness - actions informed by knowledge of and respect for diversity, values, choices and needs of residents. Emphasises care coordination, continuity, communication, education and shared decision-making.

Safety - actions that cause no unnecessary harm.



Sherwood Forest Hospitals Quality Strategy 2022-2025

Our Quality and Improvement Journey

The 2018-2021 Quality Strategy saw the launch of a robust programme of innovative initiatives, underpinned by key priorities and measures.

Key successes include the accreditation of Sherwood Forest Hospitals as a Schwartz Round site, the development of the PASCAL Safety Attitude Questionnaire that was launched in key services such as ED, Maternity, Theatres and across all wards. This involved over 2000 front line colleagues sharing their views on safety within their services. From this action plans were developed to target areas of both strength and areas for development. We focussed on awareness of quality at local levels, through clinical audit and activities such as quality rounds and '15 step' deep dives led by Governors and members of the Executive team. The strategy also led to a focus on external benchmarking and visits to peer organisations via Getting It Right First Time and peer reviews.

The above activities aligned to, and complimented the Quality Improvement Strategy, the focus of which was to develop an evidence-based QI approach, and to build improvement capabilities as part of an inclusive offer to all colleagues. This led to a system QI training offer, delivered in collaboration with partner organisations.

During the time, the Care Quality Commission inspected the organisation; in 2020, Sherwood was rated 'Good' overall and the main site, King's Mill Hospital was rated 'Outstanding'.

We believe that this revised strategy will further build on these successes. We will deliver the very highest quality of care and outcomes for our patients alongside ensuring our staff well-being. Our ambition is to be one of the leading healthcare organisations in the country, and to be at the forefront of services that will see us provide innovative, efficient, effective, and meaningful health and social care pathways.

Ratings	
Overall trust quality rating	Good 
Are services safe?	Good 
Are services effective?	Good 
Are services caring?	Outstanding 
Are services responsive?	Good 
Are services well-led?	Good 
Are resources used productively?	Requires improvement 

Overview

Strategic Objectives

Over the next five years we will...

Values

Vision:
Healthier
communities
and outstanding
care for all

To provide
outstanding
care

1. Give patients, carers and families a positive experience
2. Provide safer and clinically effective care
3. Improve coordination across health and social care

1
**Communicating
and working
together**

To promote and
support health
and wellbeing

1. Support people to have healthier lifestyles
2. Help to improve mental wellbeing including reducing loneliness
3. Work with partners to reduce health inequalities for those in greatest need

2
**Aspiring and
improving**

To maximise the
potential of our
workforce

1. Attract and retain the right people
2. Have an engaged, motivated and high performing workforce
3. Develop and nurture our teams of colleagues and volunteers

3
**Respectful
and caring**

To continuously
learn and
improve

1. Adopt evidence-based best practice
2. Make the best use of information and digital technology
3. Use research, innovation and improvement for the benefit of our communities

4
**Efficient
and safe**

To achieve
better value

1. Become financially sustainable
2. Work with our partners across Nottinghamshire to deliver efficiencies
3. Maximise the use of all our resources

Foundations:

Partnership: Working with health and social care partners, including primary care, patients, carers, the voluntary sector, the public and of course SFH colleagues

Culture: Embedding our values and behaviours and promoting an open and inclusive culture that embraces diversity

Sherwood Forest Hospitals Quality Strategy 2022-2025

Reflections on our previous Quality Priorities

Campaign One: A positive patient experience:

by 2021 we aim to: **(i)** have moved beyond a paternalistic approach to a model of care that is genuinely patient-centred and making progress towards models of care developed in partnership with service users; **and (ii)** to consistently achieve and maintain service user recommendation ratings at or above 98%.

Campaign Two: Care is safer:

by 2021 we aim to: **(i)** have the lowest number of serious incidents of any East Midlands NHS acute care provider; **and (ii)** achieve 12 consecutive months or more without a Never Event.

Campaign three: Care is clinically effective:

by 2021 we aim to: **(i)** benchmark in the top quartile for lowest Length of Stay; **and (ii)** benchmark in the top quartile for lowest rate of readmissions within 28-days of discharge for the same HRG.

Campaign Four: We stand out:

by 2021 we aim to: **(i)** be rated outstanding by the Care Quality Commission; **and (ii)** at a system level, to keep patients with long term conditions well, as independent as possible and avoid foreseeable crisis points which often result in hospital admission.

The progress made on each campaign has been monitored and reviewed each month by the Medical Director and Chief Nurse. Progress was reported to the Quality Committee and routinely, as part of the cycle of business, to the Board of Directors. It is proposed that this governance route continues for this current strategy. As our improvement journey has matured, colleagues have gained confidence in implementing small changes and improvements within their local areas. These have positively contributed to the current position and we are recognised regionally and nationally for exemplar practice, benchmarking above the regional or national average in a significant number of indicators.



Sherwood Forest Hospitals Quality Strategy 2022-2025

Reflections on our previous Quality Priorities

This can be evidenced by the national recognition that we have gained, for example, as Finalist in the Health Service Journal Patient Safety Awards 2020 for our work on progressing the safety climate surveys. We continue to robustly monitor progress of our quality agenda through our safety and quality governance framework, and work in collaboration with other internal services as well as collaborating across the wider health and social care footprint.

Providing safe, effective, high quality care and protecting patients from avoidable harm is one of the five 'outcome' domains outlined in the NHS Outcomes Framework. This has led to increasing regulation and performance metrics which has shaped the way we structure, set, and monitor our quality outcomes. The following figure references the key reports and data sources that have supported the development of this strategy.

This strategy sets out the next steps on our 'Journey to Outstanding'. It builds on an increased expectation of individual organisations working together as systems to deliver safe and effective care against a backdrop of rising demand, constrained funding growth and increasing patient expectations.

Key priorities must include a focus on improving population health, making the very most of the funding we receive, and attracting, retaining and developing our staff. Our Quality Strategy underpins the 'Quadruple Aim' for delivering high quality of care

In this document we have set out our strategy for quality in a way that is designed to hold value for our staff, patients, carers, commissioners and other stakeholders. We set out what 'outstanding' means to us and provide an overarching framework to:

- Deliver outstanding safe care
- Ensure we meet the needs of our patients, carers and communities
- Work in partnerships to improve the health of the population and eliminate health inequalities
- Grow and strengthen our culture of continuous improvement and learning, and improve staff experience and well-being
- Deliver quality and value to achieve sustainability for the health service



Developing our Quality Strategy:

What does quality mean to our staff?

We have listened and engaged with members of our staff, they told us:

"Quality is correct treatment, correct time, and correct person"

Sarah Chappell - Senior PPC

"Quality for me means care that is safe and as personalised as possible. Not 'one size fits all'"

Diane Best - Lead Midwife

"Aspiring to provide care, devices, and a service that meets or exceeds our definition of fitness for purpose"

James Fuller - Orthotic Workshop Manager

"The best treatment and care given at the correct time and involving patients and carers"

Ian Pleasance - Specialist Audiologist

"Providing good quality care to a standard that I would expect to receive myself"

Natalie Ward - Senior Radiographer

"Providing the safest, most efficient and personalised care without compromise"

Leanne Milnes - Specialist Biomedical Scientist

"From an outpatient area - to provide safe, timely and efficient care. Aspire to improve depending on patient feedback"

Tracyjane Smith - Welcome Treatment Centre Department Leader

"Transparent and accurate summary of medical management providing a platform to learn from deaths"

Christopher Hewitt - Medical Examiner Officer

"Means to support and develop our staff and students to deliver high quality personalised, patient care"

Deborah Green - Professional Training and Education Nurse Trainer

"Safe and efficient care to our patients and local community"

Ming Cheung - Highly Specialist Pharmacist



Developing our Quality Strategy:

What does quality mean to our staff?

We have listened and engaged with members of our staff, they told us:

"Providing care that you would want for yourself or your family.

Safe, effective and caring"

Charlie Phillips - Registered Nurse

"Quality is providing the correct care and treatment for each individual patient at the right time"

Hannah Newman – Occupational Therapist

"To provide the best quality is to treat people as you would like to be treated"

Sharon Russo - Clerical Officer

"To provide all patients with the opportunity to take part in research studies in a safe and ethical way which will contribute to the development of new and improved treatments and services for patients in the future"

Sarah Shelton - Research Nurse

"Quality is treating the whole patient not just their medical complaint; personalising our medical approach and giving patients the information, options, explanations and time to make the right decision for them based on their individual beliefs and circumstances"

Dr Rebecca Barker - Consultant Anaesthetist



Our Quality Campaigns

The Care Quality Commission's Intelligent Monitoring System and new insight model focuses on key areas of quality and safety. Their assessment of services is based on the following five elements which, in turn, are based on the things that matter most to people. It is for this reason that they are key themes throughout this strategy.

Safe

People are protected from abuse and avoidable harm.

Effective

People's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

Caring

Staff involve and treat people with compassion, kindness, dignity and respect.

Responsive

Services are organised so that they meet people's needs.

Well Led

The leadership, management and governance of the organisation assures the delivery of high quality person-centred care, supports learning and promotes an open and fair culture.



Sherwood Forest Hospitals Quality Strategy 2022-2025

Campaign One

Create a positive practice environment to support the safest most effective care

What does the safest and most effective care look like?

Our patients will receive the safest and most effective interventions every time.

What does success look like?

Sherwood Forest Hospitals will be recognised by its patients, colleagues, community healthcare providers and regulators as providing outstanding safe and effective care.

We are going to:

Progress our focus on having a 'just culture'. We will do this by adopting a transparent and 'no blame' approach and by sharing learning when things go well and when things go wrong across the organisation and the system. Develop robust assurance processes that underpin safe systems in patient care and will engage proactively with our commissioners and regulators. We will ensure that we have systems in place to ensure clinical effectiveness, via Clinical Audit and our quality priorities. We will ensure that our colleagues have the appropriate training and development for their needs, to provide outstanding and evidence-based care.

WE ARE GOING TO FOCUS ON	HOW WILL WE KNOW WE HAVE SUCCEEDED?	OUR MEASURE
Being accredited as a designated 'Pathway to Excellence' organisation	Awarded Pathway to Excellence designation by the American Nurses Credentialling Centre (ANCC)	Well-Led
Increase the external accreditation of Trust departments where available by progressing accreditation in Radiology, Cardiology and Ophthalmology and regaining Haematology Accreditation	Achieved accreditation by the United Kingdom Accreditation Services in each of these services	Responsive
Increasing our completion of the audit programme and visibility of outcomes	Audit 10% of all local audits to assess the quality of intervention and outcomes, and to pull through learning into the organisation. Sharing and learning events across the organisation, system and nationally	Safe & Effective
Reducing avoidable harm by: <ul style="list-style-type: none"> a. Increasing the mobilisation of patients to reduce deconditioning and falls b. Maintaining low rates of hospital acquired infections with no breaches in thresholds for monitored infections c. Ensuring patients have appropriate VTE assessment and associated prophylaxis 	<p>Falls rate < 6.6 per 1000 bed day.</p> <p>No breaches in thresholds for monitored infections.</p> <p>95% of patients have a VTE assessment and appropriate prophylaxis</p>	Safe
Increasing medication safety by: <ul style="list-style-type: none"> d. Implementing the electronic prescribing and medicines administration system e. No allergy breaches f. Embedded learning from critical medication incidents g. Embedded learning from medication associated errors 	<p>EPMA is live across the trust</p> <p>No allergy breaches</p> <p>Evidence of learning from critical medication incidents</p> <p>Evidence of learning from medication associated errors</p>	Safe
Understanding the safety attitude across the organisation with targeted intervention to enhance safety attitude	Implementation, roll out and use of SCORE Safety Attitude Questionnaire from 2022	Well-Led

Sherwood Forest Hospitals Quality Strategy 2022-2025

Campaign Two

Excellent patient experience for users and the wider community

What does an outstanding excellent patient experience look like?

We will ensure that patients, their families and carers receive person-centred care and an excellent experience, from referral to discharge.

What does success look like?

There will be a year-on-year increase in positive feedback through mechanisms such as 'Friends and Family' surveys. There will be visible and transparent platforms in place for our citizens to engage with us, both within key organisational meetings and via our Quality Improvement projects. There will be evidence of community engagement in shaping our services.

We are going to:

Listen and act on patient concerns, complaints and compliments.

Work with system health and social care providers to provide a person centred response.

Engage more directly with service users and our community, with more visibilities of opportunities to shape our quality of care

Work with our regulators and other external agencies to understand our current data, and to incorporate learning into actions via our continuous improvement approach.

WE ARE GOING TO FOCUS ON	HOW WILL WE KNOW WE HAVE SUCCEEDED?	OUR MEASURE
<p>Respond to complaints within Trust targets to efficiently identify and embed learning by delivering the patient experience strategy:</p> <ul style="list-style-type: none"> a. Reducing the number of complaints referred to the ombudsman. b. Reducing the response time to complaints. 	<p>Reducing the number of complaints referred outside of the organisation 90% of complaints will be responded within agreed timescales</p>	<p>Responsive Caring Effective</p>
<p>Promoting the patient/service user facing Carers Passport by raising visibility of this across the community, and promoting its use within the organisation.</p>	<p>Number of Carer Passports issued. Survey of carers passport users experience.</p>	<p>Caring</p>
<p>Increasing patient satisfaction survey results.</p>	<p>Maintained FFT at agreed thresholds. Improvements to the annual inpatients, maternity and CYP surveys.</p>	<p>Responsive Caring</p>
<p>Increased service user/citizen engagement at key SFH meetings.</p>	<p>Assurance processes / Terms of Reference/Meeting Minutes.</p>	<p>Responsive</p>
<p>Number of service users/citizens engaged in QI.</p>	<p>Increased numbers of Citizen Improvement Partners.</p>	<p>Effective</p>

Campaign Three

Strengthen and sustain a learning culture of continuous quality improvement

What does an outstanding culture of continuous quality improvement look like?

We will have an open and transparent culture where colleagues feel able to report incidents and speak up about concerns. We will listen and learn from these events collectively through shared governance and quality improvement.

What does success look like?

The Trust will be recognised as a centre of excellence for learning and continuous quality improvement at local, regional and at national level. This will be reflected via delivery of this strategy and in awards and journal publications.

We are going to:

- Use quality improvement to underpin the delivery of the quality strategy
- Ensure colleagues, from Board to ward have undertaken QI training as part of their roles
- Increase sharing of Clinical Audit and improvement outcomes across the organisation
- Have a clear road map towards QI exemplar status, as part of a structured evidence-based approach.
- Engage, develop and build on existing expertise, to ensure that we empower colleagues to lead improvement and to reach their maximum potential.
- Create a digital single portal for colleagues to put forward improvement ideas and feedback, as part of an Innovation Hub. It will encourage colleagues to share learning, for example, as part of Greatix and upgraded Datix platforms.
- Work with our regulators and other external organisations to share and embrace learning for safe patient care

WE ARE GOING TO FOCUS ON	HOW WILL WE KNOW WE HAVE SUCCEEDED?	OUR MEASURE
Developing and embedding our approach to Patient Safety II by implementing and embedding Patient Safety Incident Response Framework.	Embedded patient safety framework to match the national patient safety incident framework.	Safe Responsive Well Led
Developing a digital Innovation Hub to offer a single portal for colleagues to share ideas/improvements.	Innovation Hub in place in 2022	Effective
Increasing the number of colleagues who are QI interested and active	400 colleagues trained in QI over 2022/23	Well Led

Sherwood Forest Hospitals Quality Strategy 2022-2025

Campaign Four

Deliver high-quality care through kindness and 'joy at work'

What does high-quality care delivered by well supported colleagues look like?

Care provided by the Trust will be of the highest quality nurtured through a culture of psychological safety that supports civility, kindness and joy at work.

What does success look like?

We will foster a sense of belonging in the NHS for our colleagues as part of the NHS People Plan. We will conduct Safety Attitude Questionnaire surveys with colleagues to understand and measure their feedback. We will record more feedback from patients and service users in terms of reduced complaints and improved Family and Friends survey results. Our NHS Staff Survey results will measure key indicators on staff wellbeing.

We are going to:

- Promote zero tolerance campaigns to reduce experience of physical violence and discrimination to staff .
- Introduce an Anti-racism strategy to tackle racism across the Trust.
- Grow our networks of staff support groups, providing a safe space for our under-represented workforce.
- Refresh Schwartz rounds within the organisation.
- Strengthen Civility, Respect and Kindness programme of work, to include annual sharing and learning events.
- Refresh the Trust reward and recognition programme to ensure equity across the organisation.
- Work with our regulators and other external organisations to share and embrace learning for safe patient care.

WE ARE GOING TO FOCUS ON	HOW WILL WE KNOW WE HAVE SUCCEEDED?	OUR MEASURE
Defined inclusive and equitable reward and recognition programme in place	New Trust Reward and Recognition strategy in place	Well-Led
Reduce colleagues working experience of violence and aggressive behaviour	<p>Improved performance against the following key National Staff Survey indicators at a Trust level. We will report that staff have not experienced harassment, bullying discrimination or abuse from:</p> <ul style="list-style-type: none"> • Patients / service users, their relatives or members of the public; 21/22 = 72.9%, 22/23 target = 80% • Other colleagues; 21/22 = 81.7%, 22/23 target = 85% • Managers; 21/22 = 92.9%, 22/23 target = 95% • Patients/service users, their relatives or other members of the public; 21/22 = 95%, 22/23 target = 97% • Or not experienced physical violence from patients/service users, their relatives or other members of the public; 21/22 = 79.3%, 22/23 target = 85% 	Safe Responsive
Introduce a Trust-wide 'Cultural Humility' programme	Programme to be visible and rolled out to all colleagues across 2022	Well-Led
Develop a standardised approach to supporting colleagues psychological safety following human-centred incidents	Hot and cold debrief process is implemented and evaluated in 2022/23	Well led Responsive Safe
Improved overall engagement in NHS Staff Survey	Overall Engagement % 21/22 = 66.4%, 22/23 target =	Well-Led

Sherwood Forest Hospitals Quality Strategy 2022-2025

Strategy Directions

Health inequalities are the preventable, unfair, and unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental, and economic conditions within communities, which determine the risk of people getting ill or their ability to prevent sickness.

This quality strategy is set to underpin the work the organisation is undertaking to reduce and ultimately eliminate health inequalities. As a member of the Nottinghamshire Integrated Care System, this strategy will align with the Nottingham and Nottinghamshire Integrated Care System Health Inequalities strategy 2020-2024 where the vision for health inequalities “is that everyone has the same opportunity to lead a healthy life no matter where they live or who they are and that our front-line professionals are valued and supported to deliver high quality care”.

Specifically supporting the following strategy directions:

As a **citizen living** in Nottingham and Nottinghamshire, this means:

We will listen and engage with communities who need most support, deepening partnerships with community and voluntary sectors.

As a **person receiving support** from our health and care system:

Health and care services are accessible for all, particularly those at risk of exclusion because of personal, economic or social factors.

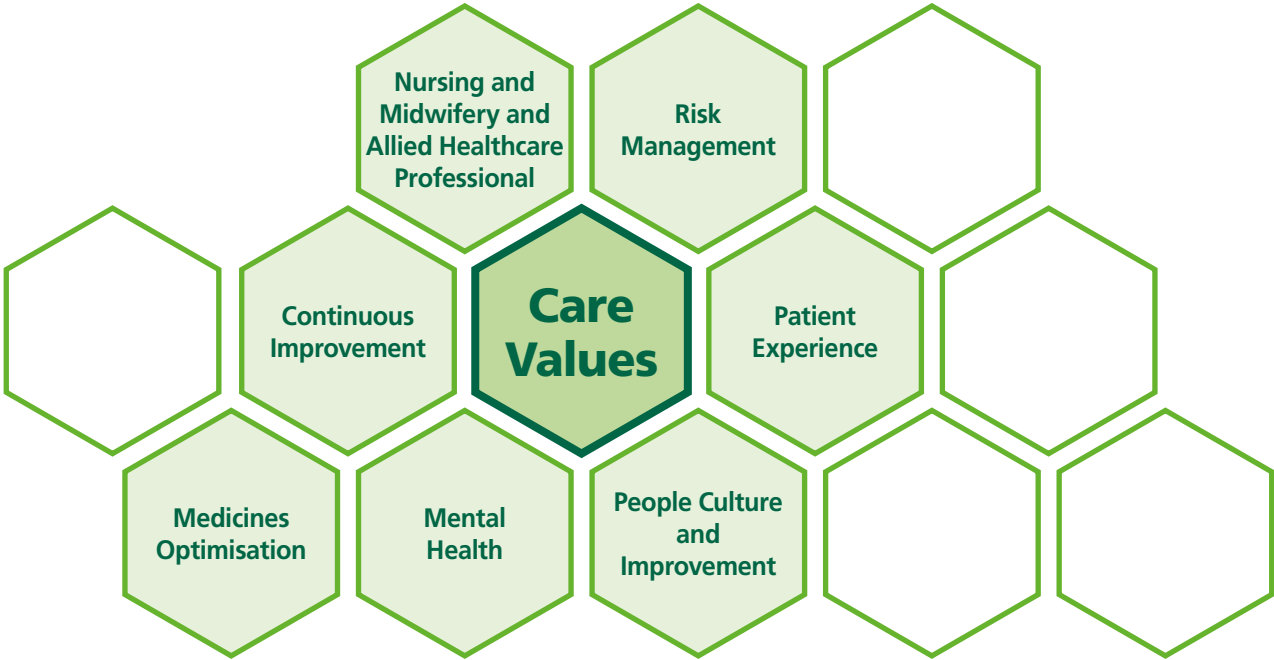
As a **person working** in our health and care system:

Health and care staff are valued and supported to maintain wellbeing and so deliver high-quality care in all settings.



Strategy to Improvement

Sherwood strategy to improvement and redesign involves a number of workstreams to ensure delivery of the objectives which relate to quality improvement.





If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know. You can call the Patient Experience Team on **01623 672222** or email **sfh-tr.PET@nhs.net**.

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